



**THOMAS L. GARTHWAITE, M.D.**  
Director and Chief Medical Officer

**FRED LEAF**  
Chief Operating Officer

COUNTY OF LOS ANGELES  
DEPARTMENT OF HEALTH SERVICES  
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**BOARD OF SUPERVISORS**

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June 2, 2005

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

Dear Supervisors:

**AGREEMENT AMENDMENT NO. H-207566-3**  
**WITH THE WORKER EDUCATION AND RESOURCE CENTER, INC.**  
(All Districts) (3-Votes)

**IT IS RECOMMENDED THAT YOUR BOARD:**

Approve and authorize the Director of Health Services, or his designee (hereafter Director), to execute an agreement amendment substantially similar to Exhibit I, with the Worker Education and Resource Center, Inc. (WERC) in the amount of \$3,677,991 for Fiscal Year 2005-06, to continue to provide personnel, program support services, and central office and instructional space for the Health Care Workforce Development Program (HCWDP).

**PURPOSE/JUSTIFICATION OF THE RECOMMENDED ACTIONS:**

The Department of Health Services (DHS) is recommending approval of the agreement amendment with WERC to continue the collaboration with SEIU Local 660 in the implementation of the HCWDP, a joint-labor management training and education program for DHS employees.

**FISCAL IMPACT/FINANCING:**

The County maximum obligation for WERC in Fiscal Year (FY) 2005-06 is \$3,677,991. Contract costs include personnel, program support services, and central office and instructional space for HCWDP. The WERC contract costs have been included in DHS' FY 2005-06 Proposed Budget, and is expected to be financed at the same 2 to 1, State and County sharing ratio as agreed to under the 1115 Waiver Extension Agreement (1115 Waiver) for the HCWDP. The State's share of the costs will be funded by State Discretionary Workforce Investment Act (WIA) funds. Acceptance of rollover FY 2004-05 and potential FY 2005-06 State funding is being recommended in a related Board letter submitted separately by the Department of Community and Senior Services. Discussions with the State are continuing regarding available FY 2005-06 funding beyond the June 30, 2005 expiration date of the 1115 Waiver.

The County's share will be funded by Tobacco Settlement funds reflected in the Health Services Administration's FY 2005-06 Proposed Budget; however, to the extent possible, the County will continue to claim eligible training costs against local WIA funds for DHS employees participating in this program.

The estimated total cost of the FY 2005-06 HCWDP program, part of which includes the WERC contract, is \$8.1 million, which would bring the projected cumulative total HCWDP program costs to \$28.5 million.

## FACTS AND PROVISIONS/LEGAL REQUIREMENTS

### *Background*

In response to re-structuring under the 1115 Waiver, the County established, in 2001, the framework for a \$40 million State/County funded joint labor/management Health Care Workforce Development program for DHS employees for the duration of the 1115 Waiver. The \$40 million HCWDP has not yet been fully implemented due to a delay in funding for the HCWDP. Although the 1115 Waiver is slated to expire on June 30, 2005, the State and County are in discussions to fully implement the HCWDP as agreed to under the Waiver. If the State does not approve Discretionary WIA funds for the HCWDP in FY 2005-06, DHS will return to your Board with further recommendations regarding the WERC agreement and the HCWDP. Under the framework, DHS retained authority for program administration and oversight of the HCWDP, while SEIU Local 660 provided administrative support and personnel. In December 2001, SEIU Local 660 established WERC, a non-profit 501(c)3, to provide the vehicle for the joint collaboration with the County in the implementation of the HCWDP.

On June 11, 2002, the Board approved Agreement No. H-207566 with WERC to provide personnel to support DHS in the planning, design, and implementation of training and educational programs for DHS employees. Under the agreement, WERC also provided program support services such as consultants for research, travel, and support for the Labor Management Training Board ("LMTB") and Advisory Board. WERC also provided 8,000 square feet in central office space for both County and WERC staff and instructional space located at 500 S. Virgil Avenue, Los Angeles at the CAO-approved rate of \$1.30 per square foot per month for a total of \$10,400 per month.

Subsequently, the Board approved two amendments to the agreement, providing additional funding and extending the term through June 30, 2005.

### *Agreement Amendment No. 3*

Agreement Amendment No. 3 will be effective for the period July 1, 2005 through June 30, 2006. The County's maximum obligation is \$3,677,991, consisting of personnel, program support services including travel and consultants, training supplies, and recurrent telecommunications costs. With the exception of rental costs, billing to the County is monthly in arrears.

In FY 2005-06, WERC will support the HCWDP in expanding current career path programs and initiating three new training areas. HCWDP will expand coaching and tutoring services to support employees in the successful completion of their training. HCWDP will also frontload educational programs with academic preparation and bridge courses in order to prepare participants for college-level courses. HCWDP proposes to resume training in the medical record coder profession and initiate training in the allied health professions such as psychiatric technician, radiology technician and central services technician.

Under the agreement amendment, the number of full-time WERC staff increases from 27 to 31. Program support services such as consultants for research, travel, and support for the LMTB and Advisory Board continue under this amendment. All travel will continue to require the prior written approval of the Director.

Central office and instructional space will also continue to be provided, increasing from 8,000 to 8,170 square feet. Monthly rental will increase from \$1.30 per square foot per month to \$1.43 per square foot per month, an increase of 10%, for a total of \$11,683.10 per month. The CAO has approved the rental increase.

The amendment continues to require the reconciliation of payments made by the County to contract costs incurred through March 31 of each fiscal year. Overpayments to WERC, if any, would be offset against future County payments due to WERC.

The amendment continues to allow the Director to adjust up to 10% of any direct cost budget line item with the exception of the Tenant Improvement, Space Costs, and Travel and Mileage items as long as the maximum obligation is not exceeded. The amendment also continues to allow the Director to increase or decrease the maximum obligation up to fifteen percent (15%), subject to availability of funding, with notification to the CAO,

CONTRACTING PROCESS:

Advertisement of the agreement amendment with WERC on the Countywide Office of Small Business Website would not be appropriate, as the implementation of HCWDP is a collaboration with SEIU Local 660 via WERC.

IMPACT ON CURRENT SERVICES:

The Department continues to focus its training efforts in critical shortage areas. To the extent possible, trainings are scheduled at times and intervals to minimize disruption to service delivery and work schedules.

HCWDP continues to coordinate with facility administrators to minimize impact on patient services when employees are released to attend training programs.

Attachments A and B (Training and Implementation Plan for FY 2005-06), provides additional information.

When approved, this Department requires three signed copies of the Board's action.

Respectfully submitted,

Thomas L. Garthwaite, M.D.  
Director and Chief Medical Officer

TLG:sh

Attachments

c: Chief Administrative Officer  
County Counsel  
Director of Community and Senior Services  
Executive Officer, Board of Supervisors

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SUMMARY OF AGREEMENT AMENDMENT

1. TYPE OF SERVICE:

Personnel, program support, and central instructional and office space services to collaborate with the County in the planning, design, and implementation of training under the Health Care Workforce Development Program.

2. CONTRACTOR/ADDRESS AND CONTACT PERSON:

Worker Education and Resource Center, Inc.  
500 S. Virgil Avenue, Suite 200  
Los Angeles, CA 90020  
Annelle Grajeda, Executive Director

3. TERM:

July 1, 2005 through June 30, 2006.

4. FINANCIAL INFORMATION:

The FY 2005-06 maximum obligation is \$3,677,991.

5. GEOGRAPHIC AREAS (EMPLOYEES) SERVED:

Employees of the Department of Health Services.

6. ACCOUNTABLE FOR MONITORING:

Kate Edmundson, Acting Director of Human Resources

7. APPROVALS:

Director, Administrative Services: Sachi Hamai

Contract Administration: Cara O'Neil

County Counsel (approval as to form): Elizabeth Friedman, Senior Deputy County Counsel

**HEALTH CARE  
WORKFORCE DEVELOPMENT PROGRAM**

**TRAINING IMPLEMENTATION PLAN  
FISCAL YEAR 2005-06**

**LOS ANGELES COUNTY DEPARTMENT OF HEALTH SERVICES  
SERVICE EMPLOYEES INTERNATIONAL UNION LOCAL 660**

## Introduction

This Training Implementation Plan (TIP) for Fiscal Year (FY) 2005-06 is designed to complement the Workforce Development Plan (WDP) five-year Workplan for FY 2000-05. The purpose of the TIP is to provide specific goals, objectives, and expected outcomes and a broad overview of the budget for FY 2005-06. Additional detail regarding the overall program, its purpose and long-term objectives, may be found in the Work Plan.

In fiscal year 2004-05, Department of Health Services (DHS) and the Service Employees International Union (SEIU) Local 660, in concert with the Community and Senior Services Department (CSS) implemented many educational initiatives sponsored by the Health Care Workforce Development Program (HCWDP).

Highlights of training initiatives in FY 04/05 included the completion of two registered nurse educational programs and the commencement of two new RN courses, and the continuation of two licensed vocational nurse training programs. HCWDP conducted comprehensive preparatory and remedial courses to prepare employees to enter career path programs. HCWDP also provided skill enhancement workshops to close to 300 RNs, focusing attention on the needs of nursing personnel at King/Drew Medical Center. In addition HCWDP initiated and completed a phlebotomy re-certification program for 120 DHS phlebotomists in pathology laboratories, and a clerical skills training program targeting DHS clerks working in patient-care units. HCWDP also continued a Spanish language course for health care providers on site at five hospitals and two clinics. With these and other continuing programs, HCWDP provided training and education services to 3,000 DHS employees.

The HCWDP Research group released the labor market and skills analysis update of the Los Angeles County health care sector. The comprehensive report and findings are useful in guiding HCWDP towards emerging training areas that will lead to stable health care occupations and improve the delivery of care.

## New Focus for FY 05/06

HCWDP will reorganize in order to support the expansion of current career path programs and the initiation of at least three new training areas – all in demand occupations within DHS. This expansion will grow coaching and tutoring services that have proved successful in past years to amplify support for the greater number of participants in a variety of courses. In addition, HCWDP will frontload educational programs with academic preparation and bridge courses in order to ensure that participants succeed in difficult professional college-level courses. In general HCWDP will shift away from curriculum development and planning, and apply more effort toward successful implementation and completion of training ventures.

In fiscal year 2005-06, HCWDP will support the close to 100 DHS employees currently enrolled in our long-term part-time registered nurse and licensed vocation nurse programs with concurrent remediation programs, supported by HCWDP coaches and tutors. The support will continue as the graduates pass their licensure exams and are placed and mentored in County hospitals. HCWDP will commence new nursing class groups in the winter quarter, as the current participants approach completion and graduate.

HCWDP will initiate new courses in allied health care professions such as psychiatric technician, medical record coder, radiology technology and central services technician programs. HCWDP will continue to target skill enhancement activities for staff at the King/Drew Medical Center. HCWDP will expand instructional capacity in order to offer more courses online and onsite to avail participation before and after work shifts, to complement the long-term, part-time career path programs that require release time from work.

### **Budget/Funding**

The HCWDP budget for FY 05/-06 is \$8,100,000. The State is putting forward approximately \$5.4M of Governor's Discretionary Workforce Investment Act funds and the County is providing \$2.7M. The County contribution this fiscal year complies with the County obligation to provide one third of the \$40 million earmarked for HCWDP as part of the terms and conditions of the 1115 Waiver Demonstration Project. The County funds can be used to provide staff support for the hospitals that are releasing DHS employees for long-term nursing programs. This has been a critical concern to ensure patient care while DHS employees are participating in part-time nursing programs.

The following table summarizes the FY 05/06 budget:

<b><u>Department</u></b>	<b><u>State</u></b>	<b><u>County</u></b>	<b><u>Total</u></b>
DHS – FY 05/06	\$4,600,000	\$2,700,000	\$7,300,000
CSS – FY 05/06	\$800,000		\$800,000
<b>TOTAL for FY 05/06</b>	<b>\$5,400,000</b>	<b>\$2,700,000</b>	<b>\$8,100,000</b>
TOTAL expenditures in previous years (FY 02/03 – 04/05)	\$13,600,000	\$6,800,000	\$20,400,000
<b>TOTAL at end of FY 05/06</b>	<b>\$19,000,000</b>	<b>\$9,500,000</b>	<b>\$28,500,000</b>

Of the \$7.3 allocated to DHS, a portion of these dollars will be contracted to the Worker Education and Resource Center (WERC is affiliated with SEIU Local 660) for program management and instructional purposes. Staff under this contract will be responsible for assisting DHS in the planning, design and implementation of all training and educational programs of the HCWDP.

Additionally, approximately \$3 million of the allocation for DHS programmatic expenditures will be contracted to various training providers who will be responsible for training programs in the specific training areas. Training providers include local

community colleges, school districts, regional occupational programs, and independent vendors. The Director of Health Services will establish contracts with these individual training providers using the authority delegated to him by the Board to enter into contracts under \$300,000. The Department will notify the Board of all approved contracts and their progress through quarterly reports.



# WORKFORCE DEVELOPMENT PROGRAM

# PROGRAM SUPPORT AND SPACE SERVICES AGREEMENT

This AMENDMENT is made and entered into this \_\_\_\_\_ day  
of \_\_\_\_\_, 2005,

by and between COUNTY OF LOS ANGELES (hereafter  
"County"),

and WORKER EDUCATION AND RESOURCE  
CENTER, INC. (hereafter  
"Contractor").

WHEREAS, reference is made to that certain document entitled "WORKFORCE DEVELOPMENT PROGRAM - PROGRAM SUPPORT SERVICES AGREEMENT", dated June 11, 2002, and further identified as County Agreement No. H-207566 and Amendment Nos. 1 and 2 thereto (hereafter "Agreement"); and

WHEREAS, it is the intent of both parties to amend Agreement to extend the term and make certain modifications to the Agreement and its Exhibits; and

WHEREAS, Agreement requires that modifications to Agreement shall be made in the form of a written amendment which is formally approved and executed by the parties.

NOW, THEREFORE, the parties hereto agree as follows:

1. The effective date of this Amendment No. 3 shall be July 1, 2005;

2. Subparagraph A of Paragraph 1, TERM, shall be amended to read as follows:

"1. TERM:

"A. The term of this Agreement shall be extended to and including June 30, 2006, unless sooner terminated or canceled. The effective date of this Amendment No. 3 shall be July 1, 2005."

3. Subparagraph B of Paragraph 1, TERM, shall be deleted in its entirety.

4. For FY 2005-06 extension period, Paragraph 5, BILLING AND PAYMENT, shall be amended to read as follows:

"5. BILLING AND PAYMENT: County agrees to compensate Contractor for services and space provided pursuant to Exhibits **A-3 and B-3**, attached hereto. Contractor shall be compensated in accordance with **Exhibit D-3**, Billing and Payment, attached hereto and incorporated herein by reference.

"Upon written approval from Director, Contractor may reallocate among all direct cost budget line items with the exception of Tenant Improvement, Space - Central Office, and Travel and Mileage line items, up to ten percent (10%) of the amount for the original budget line item during any one fiscal year as long as the Maximum Obligation of County is not exceeded."

5. The following **Subparagraph "C"** shall be added to Paragraph 6, COUNTY'S MAXIMUM OBLIGATION:

"6C. County's maximum obligation for the period July 1, 2005 through June 30, 2006 shall be Three Million Six Hundred Seventy-Seven Thousand, Nine Hundred Ninety-One Dollars (\$3,677,991)."

6. Exhibit A-2, the SCOPE OF WORK, shall be replaced in its entirety by **Exhibit A-3**, attached hereto and incorporated herein by reference, for the July 1, 2005 through June 30, 2006 extension period.

7. Exhibit C-2, the BUDGET, shall be replaced in its entirety by Exhibit C-3, attached hereto and incorporated herein by reference, for the **July 1, 2005 through June 30, 2006** extension period.

8. Exhibit D-2, the BILLING AND PAYMENT exhibit, shall be replaced in its entirety by Exhibit D-3, attached hereto and incorporated herein by reference, for the **July 1, 2005 through June 30, 2006** extension period.

9. Except for the above referenced changes, Agreement is not modified in any other manner.

IN WITNESS WHEREOF, the Board of Supervisors of the County of Los Angeles has caused this Amendment to be subscribed by its

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Director of Health Services and Contractor has caused this  
Amendment to be subscribed in its behalf by its duly authorized  
officer, the day, month, and year first above written.

COUNTY OF LOS ANGELES

By \_\_\_\_\_  
Thomas Garthwaite, M.D.  
Director and Chief Medical Officer  
Department of Health Services

WORKER EDUCATION AND RESOURCE CENTER, INC  
Contractor

By \_\_\_\_\_

\_\_\_\_\_  
Printed Name

Title \_\_\_\_\_

APPROVED AS TO FORM  
BY THE OFFICE OF THE COUNTY COUNSEL  
Raymond G. Fortner  
County Counsel

By \_\_\_\_\_  
Deputy

APPROVED AS TO CONTRACT  
ADMINISTRATION:

Department of Health Services

By \_\_\_\_\_  
Cara O'Neil, Chief  
Contracts and Grants Division

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SCOPE OF WORK

The Workforce Development Program ("WDP") is a Los Angeles County and Service Employees International Union Local 660 joint labor/management education and training program. In accordance with the Workforce Development Program Workplan and Workforce Development Program Training Implementation Plan approved by the Board of Supervisors on September 25, 2001 and pursuant to State approval of the Workforce Development Program Application Request for the Governor's 15% Workforce Investment Act (WIA) funds for incumbent workers (February 22, 2002), Contractor agrees to provide program staff, program support services, and office and instructional space for WDP. Specifically, the following will be provided:

- Personnel to assist and support the Department of Health Services in the planning, development, and implementation of training and educational programs funded under WDP. The duties of the staff to be provided by Contractor are described in **Attachment A3-3 (Pages 1 - 7)** to this Exhibit.
- Program support services for the Labor Management Training Board ("LMTB"), Advisory Committee, and WDP Staff, including travel, education, and consultant services. A more detailed description of these services and costs is provided in **Attachment A3-3 (Pages 8 - 10)** to this Exhibit.
- Office space for central WDP administrative staff as well as

instructional space for WDP educational programs. Central administrative staff is comprised of both Contractor-employed and County-employed personnel. The office and instructional space to be provided by Contractor (through a contract between Contractor and SEIU Local 660) and value of such space are described in **Exhibit B-3**.

Contractor shall bill County for services in accordance with the billing and payment provisions of **Exhibit D-3**.

Personnel:

WERC staff will work in partnership with DHS staff on all aspects of WDP planning and implementation, providing some similar and some unique functions, in a team environment.

Position	Duties & Tasks	Deliverables	Timeframe
Director	<ul style="list-style-type: none"> <li>Oversee the operation of HCWDP's central office and satellite offices</li> <li>Establish and oversee coordination of Project team work</li> <li>Recommend for hire HCWDP staff</li> <li>Supervise and evaluate HCWDP staff</li> <li>Supervise the identification of educational providers and evaluate their performance</li> <li>Ensure the timely submission of reports to the BOS, EDD, Waiver office, Labor/Management Training Board, WERC Board</li> <li>Ensure the timely submission of invoices</li> <li>Convene the Training and Advisory Boards</li> <li>Responsible for the establishment of WERC as an ongoing entity, by seeking additional funding sources to supplement Waiver funds</li> <li>Coordinate WERC's overall performance as Contractor to DHS</li> <li>Ensure WERC compliance with all required regulations, terms and conditions</li> <li>Participate in audits and monitoring of WERC performance</li> </ul>	<ul style="list-style-type: none"> <li>Report monthly to DHS and the WERC Board on activities and outcomes</li> <li>Convene monthly Labor/Management Board</li> <li>Facilitate quarterly Advisory Board</li> <li>Complete hiring of up to 55 staff members, including DHS and WERC</li> <li>Establish all contracts and purchase orders with vendors</li> <li>Identify three new funding sources</li> <li>Provide all required program and fiscal reports</li> <li>Manage the implementation of 13 training initiatives and provide ongoing reports as to numbers of participants</li> </ul>	Monthly
Senior Program Manager	<ul style="list-style-type: none"> <li>Supervise, and evaluate project personnel</li> <li>Coordinate activities with appropriate WDP, DHS and CSS staff to promote program development, interpret policies and assist in the solution of difficult problems</li> <li>Monitor WERC personnel and administrative functions</li> <li>Coordinate the recruitment of WERC staff</li> <li>Coordinate hiring of WERC staff</li> <li>Manage daily human relations functions for WERC staff</li> </ul>	<ul style="list-style-type: none"> <li>Written report to WERC Executive Board and Executive Director</li> </ul>	Monthly

Position	Duties & Tasks	Deliverables	Timeframe
	<ul style="list-style-type: none"> <li>Review, analyze, and provide recommendations on rules, regulations and policy issues</li> <li>Perform other complex tasks as assigned</li> </ul>		
Associate Directors for Educational Development (1)	<ul style="list-style-type: none"> <li>Supervise training teams</li> <li>Identify and evaluate potential training providers</li> <li>Evaluate curriculum and skill standards</li> <li>Oversee development of curriculum</li> <li>Provide guidance to training vendors</li> <li>Coordinate development and implementation of Coach/Tutor program</li> <li>Coordinate development and implementation of Adult Basic Education program</li> <li>Monitor the quality of training and educational programs</li> <li>Attend all team meetings</li> <li>Perform other complex duties as assigned</li> </ul>	<ul style="list-style-type: none"> <li>Report to Executive Director re: Team activity/accomplishments for at least 5 regular educational initiatives per Associate Director</li> <li>One Director will be responsible for the comprehensive and multi-faceted Nurse Training Initiative in addition to the five regular educational initiatives</li> <li>The other Director will be responsible for the comprehensive and multi-faceted Adult Basic Education Training initiative in addition to the five regular educational initiatives</li> <li>Written list of all approved training vendors and potential vendors</li> <li>Evaluation report on each training initiative</li> </ul>	Monthly
Program Coordinator (3)	<ul style="list-style-type: none"> <li>Coordinates the work of one to three internal work teams.</li> <li>Coordinate program planning with the team. This involves long and short-term program planning, monitoring and tracking, as well as reporting on program project.</li> <li>Provide weekly reports to team members and supervisors and monthly reports to Project Teams and LMTB.</li> <li>Facilitates team meetings in order to meet program goals and timelines</li> <li>Track program tasks to completion in a timely manner</li> <li>Facilitates communication and joint planning with other work teams to further the goals of the program as a whole.</li> <li>Coordinates the selection, recruitment and retention of</li> </ul>	<ul style="list-style-type: none"> <li>Prepares and updates written workplans for each team</li> <li>Ensures targeted number of training outcomes</li> <li>Provide written reports to Associate Director for Educational Development.</li> </ul>	Monthly



Position	Duties & Tasks	Deliverables	Timeframe
	<ul style="list-style-type: none"> <li>training program participants</li> <li>Participates with the team in the selection of vendors for HCWDP training and education programs.</li> <li>Takes the lead in maintaining effective working relationships with contracted vendors.</li> <li>Monitors, critiques, and makes necessary recommendations regarding HCWDP education and training programs, courses and instructors participating in programs.</li> <li>Works with the appropriate Training Project Teams to ensure fulfillment of training objectives and requirements</li> </ul>		
Lead Instructor 3)	<ul style="list-style-type: none"> <li>Develop educational curriculum including instructor manual, student handouts, exercises, tests, and audio visual materials for customized system-wide training efforts such as Spanish for health care providers, basic computer literacy for health care providers, and adult basic education techniques and methods.</li> <li>Produce educational materials</li> <li>Research, evaluate and recommend training methods for other instructors. Provide train the trainer sessions in how to use methods.</li> <li>Mentor other instructors in teaching methods and curriculum.</li> <li>Meet with labor/management Project teams to review educational materials and curriculum.</li> <li>Conduct classes, at least two 4-hour sessions two days per week (minimum 16 hours – up to 32 hours/week)</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive instructional program including completed curriculum – include ongoing revisions</li> <li>Complete set of educational materials</li> <li>Written report to AD of Education regarding training outcomes and evaluations</li> <li>Maintain student lists, notes and progress reports</li> </ul>	Monthly
Full-time Instructors (8)	<ul style="list-style-type: none"> <li>Conduct at least three and up to four 4-hour sessions two days per week (minimum 24 hours – up to 32 hours/week)</li> <li>Monitor student performance</li> <li>Attend all team meetings</li> <li>Other duties as assigned</li> <li>Assist in curriculum development as needed</li> </ul>	<ul style="list-style-type: none"> <li>Provide written report of students and notes about their progress</li> <li>Report to the Associate Director for Educational Development documenting participation and performance in the classes</li> </ul>	Weekly

Position	Duties & Tasks	Deliverables	Timeframe
Part-time Instructors (6)	<ul style="list-style-type: none"> <li>Conduct two classes per week – 16 hours of instruction</li> <li>Monitor student participation</li> <li>Attend team meetings as requested</li> <li>Assist in curriculum development as requested</li> </ul>	<ul style="list-style-type: none"> <li>Provide written report of students and notes about their progress</li> <li>Report to the lead instructor</li> </ul>	Weekly
Coach/Tutor (3)	<ul style="list-style-type: none"> <li>Participate on Training Project Teams</li> <li>Communicate with participants about coaching and tutorial services</li> <li>Coordinate coaching and tutoring services for participants</li> <li>Identify, orient and support tutors and coaches selected to provide services to students</li> <li>Coordinate transportation services for participants</li> <li>Coordinate childcare services for participants</li> <li>Monitor coach and tutor performance</li> <li>Attend all team meetings</li> <li>Other duties as assigned</li> </ul>	<ul style="list-style-type: none"> <li>Report to the Associate Director of Education</li> <li>Provide written report of students and log support activities: meetings, phone calls, etc.</li> <li>Maintain and provide list of tutors</li> <li>Maintain and provide schedules of tutorial sessions</li> </ul>	Weekly
Coach/Tutor Assistant	<ul style="list-style-type: none"> <li>Provides assistance to the Coach/Tutor coordinators in the smooth implementation of the Coach/Tutor programs</li> <li>Communicate with participants about coaching and tutorial services</li> <li>Coordinate logistics of tutoring and coaching services for participants</li> <li>Attend all team meetings</li> <li>Other duties as assigned</li> </ul>	<ul style="list-style-type: none"> <li>Support activities of the Coach/Tutor component</li> <li>Provide written report of students and log support activities: meetings, phone calls, etc.</li> <li>Maintain lists of tutors and coaches</li> <li>Maintain schedules of tutorial sessions</li> </ul>	Weekly
Program Analyst	<ul style="list-style-type: none"> <li>Analyzes training needs</li> <li>Identifies training requirements and potential vendors</li> <li>Identifies sources of funding</li> <li>Updates labor market information</li> <li>Oversees program evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Written reports on occupational and skill needs</li> <li>Written reports on potential vendors</li> <li>Written reports on labor market trends</li> </ul>	Weekly and monthly
Implementation Coordinators (3)	<ul style="list-style-type: none"> <li>Coordinate and facilitates three Training Project Teams</li> <li>Communicate to facility-based staff about training opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Report to the Associate Director for Planning and Placement regarding the operation of at least three Project Teams</li> </ul>	Monthly

Position	Duties & Tasks	Deliverables	Timeframe
	<ul style="list-style-type: none"> <li>• Ensure proper selection and release process for each training initiative</li> <li>• Work with facility-based managers to ensure smooth operation of training programs</li> <li>• Secure locations and scheduling of training courses</li> <li>• Monitor enrollment and paperwork for participants</li> <li>• Attends all team meetings</li> <li>• Other duties as assigned</li> </ul>		
Senior Training Support Staff	<ul style="list-style-type: none"> <li>• Manage applicant files</li> <li>• Track applicants' compliance with complex college entrance requirements</li> <li>• Field high volume of applicant inquiries, requiring knowledge of complex programs and rules</li> <li>• Processes orders for large quantities of training materials and books</li> <li>• Assists with the training of new support staff</li> <li>• Assists in monitoring the workload of support staff</li> <li>• Coordinates transportation of training equipment and materials to training sites</li> <li>• Ensure that central training sites have received proper materials for classes</li> <li>• Coordinate with facility-based staff regarding onsite training sites</li> <li>• Coordinate training site schedules</li> <li>• Ensure secure storage of all training equipment</li> <li>• Other duties as assigned</li> </ul>	<ul style="list-style-type: none"> <li>• Report to the Senior Program Manager</li> <li>• Provide written reports as requested</li> </ul>	Ongoing
Training Support Staff (2)	<ul style="list-style-type: none"> <li>• Coordinates transportation of training equipment and materials to training sites</li> <li>• Ensure that central training sites have received proper materials for classes</li> <li>• Coordinate with facility-based staff regarding onsite training sites</li> <li>• Coordinate training site schedules</li> <li>• Ensure secure storage of all training equipment</li> <li>• Other duties as assigned</li> </ul>	<ul style="list-style-type: none"> <li>• Report to the Senior Program Manager</li> <li>• Provide written reports as requested</li> </ul>	Ongoing
Program Support	<ul style="list-style-type: none"> <li>• Screen and refers calls</li> </ul>	<ul style="list-style-type: none"> <li>• Report to the Senior Program</li> </ul>	Ongoing

Position	Duties & Tasks	Deliverables	Timeframe
Clerk	<ul style="list-style-type: none"> <li>• Perform clerical tasks</li> <li>• Reply to correspondence</li> <li>• Prepare inter-office notices and bulletins</li> <li>• Process invoices</li> <li>• Type all billing letters</li> <li>• File records after reconciliation</li> <li>• Maintain adequate levels of all office and duplication supplies</li> <li>• Oversee equipment and service needs at central office</li> <li>• Place calls for equipment service</li> <li>• Perform other duties as assigned</li> </ul>	<ul style="list-style-type: none"> <li>• Manager</li> <li>• Provide written reports as requested</li> </ul>	
Data Systems Manager	<ul style="list-style-type: none"> <li>• Create monitor and tracking system for use by staff to update and query database for routine activities</li> <li>• Develops database functions to provide automated monthly reports to HCWDP coordinators regarding enrollment status, program participation and completion, and case notes.</li> <li>• Provides performance reports to funding agencies electronically</li> <li>• Analyzes database to create new performance measure reports</li> <li>• Creates templates for program bulletins</li> <li>• Maintains and updates website</li> <li>• Design and maintains database in compliance with all regulations regarding participant eligibility and training/service status</li> <li>• Design system for data collection and maintenance</li> <li>• Coordinate system design with DHS and CSS</li> <li>• Ensure that computer systems support the maintenance of data regarding training activities</li> <li>• Ensure that computer communications are functional to facilitate the transfer of data</li> <li>• Supervises Data Systems Technician</li> <li>• Perform other complex duties as assigned</li> </ul>	<ul style="list-style-type: none"> <li>• Report to Senior Program Manager</li> <li>• Provide written reports as requested</li> </ul>	Monthly
Data Systems Technician	<ul style="list-style-type: none"> <li>• Performs customized query reports for managers and staff</li> </ul>	<ul style="list-style-type: none"> <li>• Report to Data Systems Coordinator</li> </ul>	Ongoing

Position	Duties & Tasks	Deliverables	Timeframe
	<ul style="list-style-type: none"> <li>• Produces program bulletins and other documents</li> <li>• Assist in daily system operations</li> <li>• Work on special projects</li> <li>• Run pre-written programs and reports for monthly processing</li> <li>• Run requested labels and computer reports</li> <li>• Perform other duties as assigned</li> </ul>		

**Program and Staff Development Consultants:**

Consultants selected to accomplish the following goals will participate in a competitive bidding process with requests for proposals containing scope of work and deliverables tied to compensation.

**Program Development**

<b>Goals</b>	<b>Tasks &amp; Deliverables</b>	<b>Time frame</b>	<b>Cost</b>
Research and Recommend Best Practices/ Lessons Learned in Training Programs	<ul style="list-style-type: none"><li>Facilitate the design and testing of an application/assessment instrument to be given to all workers entering WDP long-term educational programs;</li><li>Advise WDP and prospective educational vendors on best practices with the aim of expanding and improving the network such providers who can implement WDP's vision of workforce education;</li><li>Advise WDP staff and educational providers in the development and testing of educational modules and bridge courses designed to prepare students for entrance into nursing or allied health care training programs.</li></ul>	1 <sup>st</sup> Quarter  2 <sup>nd</sup> Quarter	\$ 7,500
Lead WDP staff in the development of highly contextualized curricula	<ul style="list-style-type: none"><li>Provide training for WDP instructors and other appropriate staff on designing contextualized curricula;</li><li>Lead staff in the process of developing a completely redesigned curriculum;</li><li>Lead staff in the process of evaluating and revising new curriculum.</li></ul>	1 <sup>st</sup> – 4 <sup>th</sup> Quarters	\$ 35,000
Research and Recommend Best Practices/ Lessons Learned in Coaching and Career Counseling	<ul style="list-style-type: none"><li>Brief WDP coach/tutor staff on best practices in coaching and career counseling;</li><li>Develop curriculum to train WDP coach consultants, incorporating best practices appropriate for WDP mission and clientele;</li><li>Assist WDP coach/tutor staff in development of criteria and methods for evaluating the work of consultant coaches.</li></ul>	1 <sup>st</sup> Quarter  2 <sup>nd</sup> Quarter  3 <sup>rd</sup> Quarter	\$ 20,000

Conduct an evaluation of HCWDP programs	<ul style="list-style-type: none"> <li>• Conduct a study of workers who have participated in WDP training programs in order to assess the efficacy and impact of individual programs;</li> <li>• Produce a written report containing the results of the study, the methods used, an analysis of the data and recommendations for action;</li> <li>• Conduct a study of DHS employees who have not yet participated in WDP programs to assess the level of their awareness of WDP and its offerings, the degree to which WDP programs are designed to meet their perceived needs and barriers to their involvement in WDP programs;</li> <li>•</li> </ul>	1 <sup>st</sup> – 4 <sup>th</sup> Quarters	\$ 40,000
Identify and conduct qualitative documentation of the outcomes of career path training	<ul style="list-style-type: none"> <li>• Using the digital storytelling model, identify participants and produce a qualitative evaluation of the outcomes of training programs including a digital story</li> </ul>	1 <sup>st</sup> – 4 <sup>th</sup> Quarters	\$75,000
Research and Recommend Best Practices in Marketing workforce training programs	<ul style="list-style-type: none"> <li>• Develop and implement a plan to increase the visibility of the WDP and its programs among DHS employees</li> </ul>	1 <sup>st</sup> – 3 <sup>rd</sup> Quarters	\$10,000
<b>Total</b>			<b>\$187,500</b>

## Staff Development

Goals	Tasks & Deliverables	Cost	
Improve the functioning and process of work teams	<ul style="list-style-type: none"> <li>Conduct individual and group interviews with staff to determine barriers to efficient functioning of the work teams;</li> <li>Provide training and feedback to work teams based on interviews and known best practices;</li> <li>Make recommendations to teams and to management to improve the working efficiency of the organization.</li> </ul>	1 <sup>st</sup> – 4 <sup>th</sup> Quarters	\$ 12,500
Training and Professional Development	<ul style="list-style-type: none"> <li>Computer and skills enhancement workshops as needed to enhance the skills of staff.</li> <li>Conduct organizational workshops as needed</li> </ul>	1 <sup>st</sup> – 4 <sup>th</sup> Quarters	\$ 7,000
Staff Retreat	<ul style="list-style-type: none"> <li>Conduct individual and group interviews with staff to determine issues and that should be addressed during staff retreat;</li> <li>Develop exercises and program to address key concerns based on initial research and the priorities of the staff group planning the retreat</li> <li>Conduct a two-day retreat;</li> <li>Summarize the key issues and agreements coming out of the retreat</li> </ul>	2 <sup>nd</sup> Quarter	\$ 7,000
<b>TOTAL</b>			<b>\$26,500</b>



CENTRAL OFFICE AND INSTRUCTIONAL SPACE

1. Space: Contractor shall provide office and instructional space approximating 8,170 square feet for use by forty-one (41) central administrative staff of the Workforce Development Program ("WDP"). Such central administrative staff is comprised of Contractor-employed and County-employed personnel and the Director of WDP. Such space is identified as the second floor of 500 S. Virgil Street, in the City of Los Angeles. Contractor's lease for such space with SEIU Local 660, lessor, shall include specific authorization/acknowledgment by Local 660 that County-employed WDP personnel and Director of WDP may occupy and use such space for WDP purposes. County acknowledges that Contractor-employed staff shall also occupy such space. Contractor shall use a lease agreement form substantially similar to the County's Standard full service lease agreement form, incorporated herein by reference.

2. Consideration: The parties acknowledge that the monthly rental value for such space shall be based on One Dollar and Forty-three Cents (\$1.43) per rentable square foot, for a total monthly rental consideration of Eleven Thousand Six Hundred Eighty-Three Dollars and Ten Cents (\$11,683.10) per month.

3. Operational Space Responsibilities: Contractor shall provide such space on a full service gross basis. Contractor shall be responsible to perform or cause to be performed all repairs and maintenance, as necessary, to the interior and exterior of such space including landscaping, and shall provide all utilities (gas, electricity, water), security, parking, sewer services, trash removal, janitorial (including supplies), insurance and

taxes, if any. County shall be responsible for costs related to cellular phone, fax and telephone usage.

Upon termination OR expiration of Agreement, Contractor shall have the right of first refusal to purchase property and furnishings at the central office at fair market value as determined by the County. Contractor shall cooperate with County when such furniture is tagged and inventoried by County staff. Contractor and Director shall inventory and document furnishings and equipment within sixty (60) calendar days following the effective date of this Agreement. Copies of this Equipment and Furniture Inventory, with any supplements thereto which may be added from time-to-time during the course of Agreement, shall be retained by each party for the duration of the Agreement.

**COUNTY OF LOS ANGELES WORKFORCE DEVELOPMENT PROGRAM  
WORKER EDUCATION AND RESOURCE CENTER, INC. BUDGET  
FISCAL YEAR 05-06 BUDGET**

	FY 02/03 Budget	FY 03/04 Budget	FY 004/05 Budget	FY 05/06 Budget
<b>Personnel Costs - Staff Salaries and Benefits</b>	\$ 1,289,115	\$ 1,860,165	\$ 2,199,046	\$ 2,331,592
<b>Facilities &amp; Communications:</b>				
Tenant Improvements- Furniture				
Space - Central Offices	\$ 124,800	\$ 50,000	\$ 20,000	\$ 15,000
Telecommunications	\$ 50,000	\$ 124,800	\$ 124,800	\$ 140,197
		\$ 60,000	\$ 45,000	\$ 48,000
<b>Consumable Supplies</b>				
Office and Training Supplies	\$ 127,000	\$ 283,285	\$ 180,435	\$ 233,835
<b>Travel and Mileage</b>				
	\$ 226,542	\$ 57,180	\$ 67,996	\$ 57,180
<b>Consultant</b>				
Staff and Program Development	\$ 370,000	\$ 411,000	\$ 420,000	\$ 214,000
Coach/Tutor and Support Services		\$ 450,000	\$ 200,000	\$ 218,500
<b>Total Direct Costs</b>	\$ 2,187,457	\$ 3,296,430	\$ 3,257,277	\$ 3,258,304
<b>Indirect Costs</b>				
	\$ 232,041	\$ 334,830	\$ 395,828	\$ 419,687
<b>Total</b>	\$ 2,419,498	\$ 3,631,260	\$ 3,653,105	\$ 3,677,991

**Notes:**

1. \$1.43 per sq. ft at total 8170 sq. ft. of space as approved by CAO.
2. Training supplies: books, manuals, training tapes, CDs, color flyers, etc.

**Estimated Budget**  
**Workforce Development Program**  
**Fiscal Year 2005-2006**  
**WERC**  
**Administrative and Program FTEs**

Budget FTEs	Comparable Co. Items	# Positions	# FTE	# PTE	FY 2005-2006 Base Salary	Total salary	Empl. Benefits 35%	Total FTE S&B	Annual FTE Program Costs	Annual FTE Total Costs
Director- WDP	Sr. Staff Anal	1	1		\$ 113,687	\$ 113,687	\$ 39,791	\$ 153,478	\$ 153,478	\$ 153,478
Senior Program Mgr.		1	1	1	\$ 80,855	\$ 80,855	\$ 28,299	\$ 109,154	\$ 109,154	\$ 109,154
Associate Director of Education		1	1		\$ 82,400	\$ 82,400	\$ 28,840	\$ 111,240	\$ 111,240	\$ 111,240
Data Systems Manager	IS Supervisor I	1	1	1	\$ 66,950	\$ 66,950	\$ 23,433	\$ 90,383	\$ 90,383	\$ 90,383
Program Coordinator		3	3		\$ 65,000	\$ 195,000	\$ 68,250	\$ 263,250	\$ 263,250	\$ 263,250
Program Analyst		1	1	1	\$ 65,000	\$ 65,000	\$ 22,750	\$ 87,750	\$ 87,750	\$ 87,750
Instructors- Leads		3	3		\$ 63,860	\$ 191,580	\$ 67,053	\$ 258,633	\$ 258,633	\$ 258,633
Instructors - Language/Port. Skills/Computer/Academic Dev.		8	8		\$ 61,800	\$ 494,400	\$ 173,040	\$ 667,440	\$ 667,440	\$ 667,440
Instructors- Part Time		6		6	\$ 39,140	\$ 234,840		\$ 234,840	\$ 234,840	\$ 234,840
Coach/Tutor		3	3		\$ 56,650	\$ 169,950	\$ 59,483	\$ 229,433	\$ 229,433	\$ 229,433
Implementation Coordinator	Asst Staff Anal	3	3		\$ 56,650	\$ 169,950	\$ 59,483	\$ 229,433	\$ 229,433	\$ 229,433
Coach/Tutor Assistant	Asst Staff Anal	1	1		\$ 51,500	\$ 51,500	\$ 18,025	\$ 69,525	\$ 69,525	\$ 69,525
Data Systems Technician	DS Aide	1	1	1	\$ 46,350	\$ 46,350	\$ 16,223	\$ 62,573	\$ 62,573	\$ 62,573
Sr. Training Support Staff	Staff Asst II	1	1	1	\$ 43,260	\$ 43,260	\$ 15,141	\$ 58,401	\$ 58,401	\$ 58,401
Training Support Staff	Staff Asst I	2	2		\$ 37,080	\$ 74,160	\$ 25,956	\$ 100,116	\$ 100,116	\$ 100,116
Program Support Clerk	Staff Asst I	1	1	1	\$ 37,080	\$ 37,080	\$ 12,978	\$ 50,058	\$ 50,058	\$ 50,058
TOTAL		37	31	6	\$ 967,262	\$ 2,116,962	\$ 658,743	\$ 2,775,705	\$ 2,775,705	\$ 2,775,705
LESS: SALARY SAVINGS	16.00%					(338,714)	(105,399)	(444,113)	(444,113)	(444,113)
NET TOTAL						\$ 1,778,248	\$ 553,344	\$ 2,331,592	\$ 2,331,592	\$ 2,331,592
PERCENT OF TOTAL COSTS										100%

### Travel and Mileage

Travel costs include airfare, ground transportation, registration costs, per diem – at County rates.

Purpose	Activity	FY 05/06	Cost
Advisory Board Travel	<ul style="list-style-type: none"> <li>Five out of town Board members @\$1,000 per Board member to quarterly Board meetings</li> </ul>	Quarterly	\$ 5,000
Attend Relevant Conferences	<ul style="list-style-type: none"> <li>Three staff to participate in the 3-day California Federation of Labor Workforce and Economic Development Programs Conference. This conference will focus on labor/management training collaborations in California, with a specific focus on those funded with WIA funds.</li> <li>Two staff for 3 days to the Workforce Alliance Conference in Philadelphia.</li> </ul>	4 <sup>th</sup> Quarter  1 <sup>st</sup> Quarter	\$ 4,000  \$ 3,252
Travel to visit other WDP programs of special interest	Travel costs for staff members to participate in a staff exchange program with the New York-based health care workforce development program and to visit other WDP programs of special interest. Staff will study implementation of model programs: curriculum development, academic readiness programs, coaching and tutoring services, etc. New York based staff may travel to LA to mentor WDP staff as well. Locations of other model programs to be determined.	1 <sup>st</sup> – 4 <sup>th</sup> Quarter	\$ 16,000
Travel to Sacramento and San Francisco	Meetings with State staff and officials as necessary.	TBD	\$ 2,000
Mileage	<ul style="list-style-type: none"> <li>Mileage for 18 staff @ 300 miles/month @ \$.34/mile</li> <li>Mileage for 7 staff @ 150 miles/month @ \$.34/mile</li> <li>Mileage for 5 staff @ 30 miles/month @ \$.34/mile</li> </ul>		\$29,928
<b>TOTAL</b>			<b>\$57,180</b>

**BILLING AND PAYMENT**

1. Monthly Billings: Prior to the first of each calendar month, Contractor shall submit an invoice to County for the monthly rental value of WDP central office and instructional space. County shall pay Contractor upon receipt of billing.

Within ten (10) days following the close of each calendar month (or as may be modified by County) Contractor shall provide County with an invoice itemizing its actual expenditures according to the direct cost categories listed in Exhibit C-3. Indirect costs shall be billed monthly at 1/12 of the amount budgeted in Exhibit C-3. Following receipt of a complete and accurate invoice, County shall pay Contractor within a reasonable period of time. In no event shall County payments to Contractor hereunder for FY 2005-06 services exceed County's maximum obligation as set forth in Paragraph 6 in the body of the Agreement, or as modified in accordance with Paragraph 7 of Agreement.

All billings shall be submitted within the timeframe and in accordance with the format prescribed by County to comply with the invoicing requirements of the funding source(s).

2. Prior Approval of Travel: Contractor shall obtain written approval of Director for any travel expenses prior to such expenses being incurred.

3. No later than March 31, 2006, Contractor shall submit a report showing its actual costs incurred to date. Following reconciliation of such actual costs by County against any payments that County may have already made (including any payments made in FY 2001-02 for start-up operational costs), if an overpayment occurred, County shall offset such overpayment against future County payments due Contractor. Unless extended by County, Contractor shall reimburse County any amount paid by County in excess of Contractor's actual expenditures, no later than July 15, 2006.